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HR 70-14

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CENTRAL INTELLIGENCE AGENCY  
WASHINGTON, D.C. 20505

30 November 1978

MEMORANDUM FOR: The Director of Central Intelligence  
FROM : John N. McMahon  
Deputy Director for Operations  
SUBJECT : MILITARY THOUGHT (USSR): The Training and  
Buildup of Reserve Officer Cadres

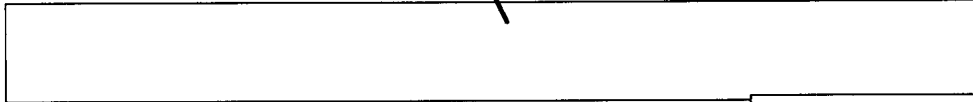
1. The enclosed Intelligence Information Special Report is part of a series now in preparation based on the SECRET USSR Ministry of Defense publication Collection of Articles of the Journal "Military Thought". This article is an overview of the training of reserve officers for the Soviet Armed Forces. The author stresses the need for a large number of reserve officers who are trained with consideration of the requirements of a modern war. The article points out some of the inadequacies and shortcomings of the existing program and presents recommendations for the improvement of the training of reserve officers. This article appeared in Issue No. 3 (70) for 1963.

2. Because the source of this report is extremely sensitive, this document should be handled on a strict need-to-know basis within recipient agencies. For ease of reference, reports from this publication have been assigned

John N. McMahon

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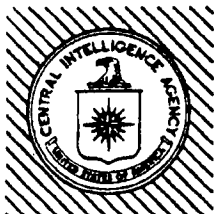
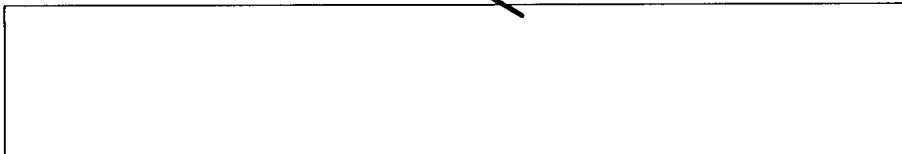
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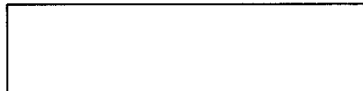




# Intelligence Information Special Report

Page 3 of 16 Pages

COUNTRY USSR



DATE OF INFO. Late 1963

DATE 30 November 1978

SUBJECT

MILITARY THOUGHT (USSR): The Training and Buildup of Reserve Officer Cadres

SOURCE Documentary

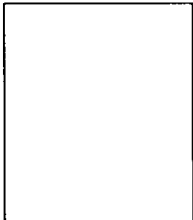
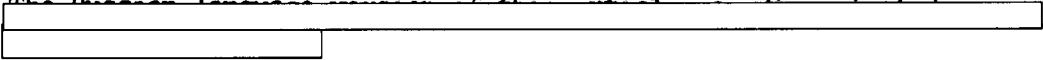
Summary:

The following report is a translation from Russian of an article which appeared in Issue No. 3 (70) for 1963 of the SECRET USSR Ministry of Defense publication Collection of Articles of the Journal "Military Thought". The author of this article is Army General A. Beloborodov. This article is an overview of the training of reserve officers for the Soviet Armed Forces. The author stresses the need for a large number of reserve officers who are trained with consideration of the requirements of a modern war. The article points out some of the inadequacies and shortcomings of the existing program and presents recommendations for the improvement of the training of reserve officers.

End of Summary

Comment:

The author probably is Army General Afanasiy Pavlentyevich Beloborodov, who has been a member of the Chief Inspectorate of the Ministry of Defense since 1968. The SECRET version of Military Thought was published three times annually and was distributed down to the level of division commander. It reportedly ceased publication at the end of 1970.





The Training and Buildup of Reserve Officer Cadres

by

Army General A. BELOBORODOV

The maintenance of combat readiness of our armed forces at a level which ensures the decisive and complete destruction of any enemy if he ventures to encroach upon the Soviet Homeland depends in many ways on the officer cadres and their ability to direct combat actions under conditions when missile/nuclear weapons are employed.

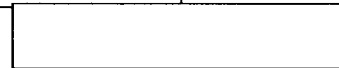
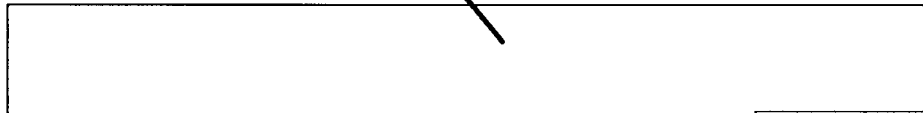
In strengthening the armed forces, our Party displays tireless concern for the development of command cadres, thanks to which the army and the navy have officer cadres which are highly trained in the political, military, and technical sense and which are infinitely devoted to the Communist Party and Soviet Homeland.

Along with the training of regular officers for the armed forces, the training and buildup of reserve officer personnel for wartime is of extremely urgent significance. The importance of this task is drawn from the fundamental principles of Soviet military doctrine which, having determined that modern war will be missile/nuclear in nature, at the same time considers that with the decisive role of missile/nuclear weapons, final victory over an aggressor may be achieved only as a result of joint operations of all branches of the armed forces with mass armies of many millions. In such a war, large scale losses of troops from means of mass destruction are unavoidable as well.

This circumstance necessitates that the Soviet Armed Forces have a large number of reserve officer cadres who are trained with consideration of the requirements of a modern war.

Before the war we did not have enough of the reserve officers essential both for mobilization expansion of the army and for replacing combat losses. In particular, there were not enough command cadres. In this regard, it was necessary from the very first days of the war to take steps to speed up the training of officer cadres and accomplish these tasks under extremely difficult conditions.





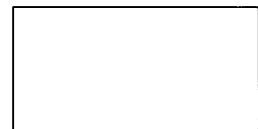
This lesson cannot be forgotten, the more so that in a future war, if it is unleashed by the imperialists, the conditions for the organization and conduct of training of command cadres will be much more difficult. Therefore, the tasks of training the required officer cadres for the armed forces for wartime must be fulfilled in peacetime to the maximum extent possible even though this does not exclude the conduct of their training during a war if it is of a drawn out nature.

After the Great Patriotic War, we carried out a series of measures directed at creating the necessary reserve of reserve officers. Military training of students in civilian educational institutions was resumed which permits training them as specialists in various fields especially in the new equipment which is entering into service in the army and navy. The training of reserve officers directly within the troops from the ranks of servicemen doing conscript service who have higher and secondary education and also from the ranks of reserve soldiers and noncommissioned officers at training assemblies and in short-term courses is widely developed. All of this has provided the capability of significantly increasing the number of reserve officers in comparison with the pre-war period.

Reserve officer cadres in their qualitative make-up can be characterized by the following data: the bulk of them (78 percent) have higher education and 45 percent of these have an education in military related specialties which allows these cadres to be used in the army in appropriate positions without additional training: more than 60 percent of the officers are 40 years of age or under and are fit for manning combat units and combat support units.

Even though the level of military training of the majority of reserve officer command personnel is not high (76 percent have military training to the extent of the accelerated military school course, junior lieutenants' courses, or their equivalent), this shortcoming is, however, made up for to a certain extent by the fact that many of them (more than 75 percent) have done military service, know army life and customs, have command experience, and 55 percent of them participated on the Great Patriotic War fronts; 24 percent of reserve command personnel have excellent military training to the extent of a complete course of military schools, military academies, senior officer's schools and academic courses, and also central and district-level improvement courses.

In recent years, in connection with the reduction in the numerical strength of the armed forces, the reserve officers available have been substantially replenished by drawing on officers discharged from the army





and navy who have the experience of serving among the troops and who have the training which, on the whole, meets modern requirements. More than 55 percent of the reserve officers are members of the CPSU and Komsomol. A significant part of them, having experience with organizational and educational work with people, are in leadership positions in the national economy.

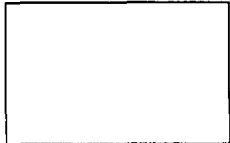
As can be seen from the data presented, reserve officer personnel are a good reserve which is capable of fulfilling tasks in protecting the state interests of our Homeland jointly with regular officers.

In spite of some improvement in recent times of the overall status of work in the buildup and training of reserve officers, it is not possible to be satisfied with the results achieved. One should keep in mind that the military knowledge of many of the reserve officers far from answers modern requirements. This especially has to do with those comrades who were discharged a long time ago from the army and have not gone through training assemblies for a long time; many reserve officers who have received training in military departments of civilian educational institutions have not had active military service at all, they know the life and customs of the army superficially, and do not possess commanders' skills. Besides that, the requirement is not completely met in reserve officer cadres in a number of specialties, especially as concerns new equipment.

This makes it necessary, also in the future, to constantly engage in the training of cadres and to conduct training on a wide scale, bearing in mind that the interests of raising the defensive capability of the country and the tasks set before the Armed Forces by the XXII Party Congress make all new, even greater demands on the training of reserves of reserve officer cadres and their improvement.

The main tasks in establishing the necessary reserve of officer personnel for wartime must be as follows: the further buildup of cadres of all branches of the armed forces and branch arms, especially, as has already been mentioned, of specialists in the new military equipment; education of officers in the spirit of boundless devotion to the Soviet people and to the Communist Party, inculcation of high moral qualities and qualities of strong will, raising to the utmost the quality of reserve officer training, and constant maintenance of their military and technical knowledge at a level required by modern demands.

An accelerated buildup of the reserve of the appropriate reserve cadres is necessary in many new specialties. The training of reserve





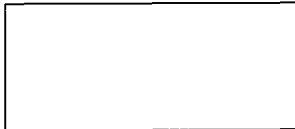
officers in missile equipment for all branches of the armed forces becomes of paramount importance. There are not enough of these cadres now in the reserve. At the present time, the reserve of missile officers is, in the main, trained from students of civilian institutions of higher education and by retraining reserve officers in these specialties at training assemblies among the troops and in military educational institutions.

We have other sources for the buildup of these reserve cadres as well, but they, as practice shows, are not fully utilized. Each branch of the armed forces has the capability, to a significantly greater extent than is now being utilized, of training reserve officers in missile weapons from the ranks of conscript service noncommissioned officers and petty officers who have higher and secondary education. It is necessary for the appropriate staffs and personnel organs to utilize this capability more fully.

The training of radiotechnical and chemical troop specialists in new means of communications, in telemechanics, automation, and computer equipment is of great importance. The training of these cadres, although organized, is being conducted on too small a scale. It must be expanded by drawing on the students of civilian institutions of higher education.

In building up reserve cadres in new specialties, one should not pay less attention to the training of reserve officers for motorized rifle units, artillery, armored, engineer, aviation, and other branch arms which are large in number in the armed forces and the need for which will be considerable during a war. Measures to build up the reserve officers of these branch arms must occupy the center of attention of the staffs and personnel organs.

But whereas the task of training technical cadres is now being successfully accomplished by drawing on students of civilian educational institutions, the training of command cadres from among students of non-technical institutions of higher education, as experience has shown, does not justify itself. Students do not acquire practice commanding subunits in the course of military training and do not acquire skills for the mastery of combat equipment. In connection with this, as is known, starting in 1961, the training of cadres of reserve officers in the command field in civilian institutions of higher education was sharply curtailed and was begun to be conducted directly within the troops from the ranks of conscript service noncommissioned officers and soldiers who have higher and secondary education.





At the present time, the training of reserve officer command personnel from the ranks of servicemen of the conscript service according to the plan is already being conducted within the rocket troops, the ground forces, and the air defense forces of the country which will permit us in the next few years to considerably reinforce the available reserve officer cadres with young, physically healthy, well-trained reserve officers who have practice in commanding subunits.

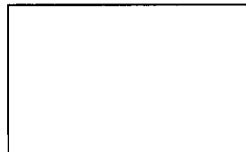
But the experience of conducting training of reserve officer command personnel at training assemblies within the troops also shows that in a number of districts, staffs have not paid sufficient attention to this matter. In some military districts and groups of forces, the assigned tasks of training reserve officers are not fulfilled; not everywhere are the assemblies provided with the necessary training and materiel resources; in military units the conduct of training is often entrusted to poorly trained officers.

The staffs of military districts, groups of forces, as well as the staffs of large units and formations do not carry out the required monitoring of the fulfilment of this important measure; they do not render the necessary aid to the military units. Such monitoring should be arranged, considering the fact that military units presently have little experience in organizing training of reserve officers and stand in need of qualified daily assistance.

The personnel organs do not have to stand aloof from this work either; their task is to take an active part in the selection of appropriate candidates to be sent to training assemblies, to persistently strive for fulfilment of the tasks of training reserve officers, and to ensure the selection in the units and large units of the best officers for assemblies, who have the necessary training and experience in organization and conduct of training exercises.

It is important that after finishing the assemblies, noncommissioned officers and soldiers spend the rest of their service in command positions and that training in command be conducted with them just as with commanders of platoons. These noncommissioned officers and soldiers should know that three months before their service ends they will be promoted to officer rank in the reserve.

In air forces and navy units training of reserve officers from the ranks of conscript service noncommissioned officers, petty officers, soldiers, and sailors who have higher and secondary education is not







conducted. In our view, it is important to study the possibility of organizing this training in several specialties in these branches of the armed forces as well.

Thus, at the present time, for instance, it would be advisable to examine the problem of training technicians in the operation and repair of aircraft, helicopters, and aircraft engines, and of technicians in the operation of cruise missiles and in the operation and repair of aviation equipment within air forces units and from the ranks of junior conscript service aviation specialists who have secondary education.

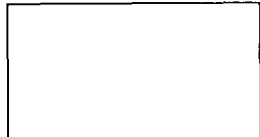
In a number of specialties in the command field it is advisable as well to organize the training of reserve officers from the ranks of conscript service warrant officers and petty officers in units and large units of the navy, especially in missile weapons of ships and surface-to-air missile weapons, radio communications officers, and several others.

In the work of establishing a reserve of officer personnel, the problem of building up reserve officer cadres directly within the permanent deployment areas of military units, especially in border military districts, takes on urgent significance. This is brought about by the fact that even with the overall availability of a large reserve of reserve officers, in a few military districts there are, nevertheless, still not enough officers in a number of specialties and it is necessary to plan the manning of the troops for wartime with reserve officers from other military districts which involves transportation, and to accomplish this will entail great difficulties with the start of a war.

Taking into account the fact that the filling out of units and large units which have insufficient officer personnel and replacement of the losses in the initial period of war must be accomplished primarily from locally available personnel, serious attention must be given to the advance buildup of these cadres everywhere.

For this purpose, it is possible to use reserve officers with higher and secondary education in the specialties which are required for the army and navy, especially technical cadres. However, until recently in many military districts this source has been far from fully utilized.

The personnel organs of the military districts are still not exerting the proper influence on the improvement of the work in building up the reserve officer cadres by drawing on locally available personnel who are



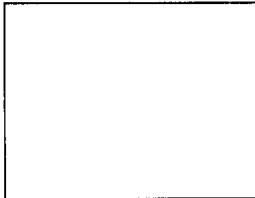


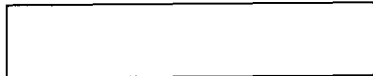
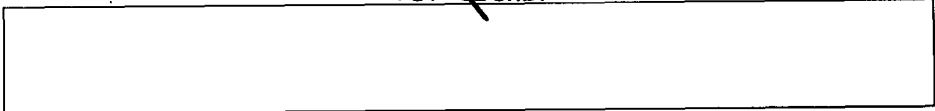
military service obligated, the military commissariats are not always informed in time as to which specialties and in what quantities, depending on the requirement, it is necessary to carry out a buildup of reserve officers. Therefore, it is not by chance that in individual military districts there are not enough reserve motor transport and railroad cadres, not enough motor road engineers and technicians, finance workers, food industry specialists, and several others while in the national economy there are quite enough of them.

The personnel departments of military districts and the military commissariats must take steps to utilize this source, especially since now the list of specialties has grown significantly to which it is possible to promote to officer status reserve soldiers and noncommissioned officers who have the appropriate higher and secondary education.

In connection with this, the positive experience of the work of the personnel organs and the military commissariats of the Belorussian Military District should be noted. Having analyzed the resources available and the requirements for officer cadres for wartime, the personnel organs and military commissariats of this district developed specific measures for the reserve officer buildup. In this district in the last three years a significant number of military specialists have been trained and promoted to officer ranks which makes it possible to reduce dependence on the available resources of other military districts for wartime manning of the troops and, in a number of military training specialties, to completely meet the requirements with reserve cadres from internal resources.

The practice of the Belorussian Military District in the training and buildup of reserve officers produced good results. Municipal and rayon military commissariats have begun to conduct this work systematically and more purposefully; their activities in evaluating those obligated for military service and discovering specialists required by the district among them have been improved; persons are registered who are studying in evening or correspondence higher and secondary special educational institutions, at the conclusion of which the appropriate specialists may be promoted to officer rank; functionaries of military commissariats have begun to visit enterprises and establishments more often and, with the assistance of the administration and local party organizations, evaluate those obligated for military service directly within industry. Such a style of operation enables military commissariats to solve problems of evaluating specialists needed for the army and navy most soundly.





The experience of the Belorussian Military District deserves dissemination. Especially since, for the purposes of increasing reserve officer cadres in specialties of which in a number of locations there are not enough, some staffs and personnel organs of military districts have suggested granting specific authority to districts to plan and organize training of reserve officers by drawing on those locally obligated for military service. They consider it advisable that, on the basis of preliminary requests of staffs of military districts, definite norms be established for them from the Center for the training of reserve officers in assemblies in the troops from the ranks of reserve officers and noncommissioned officers. All of these problems must be planned and solved by the staffs of the military districts themselves with the direct participation of the personnel organs, specifically -- what quantity, in which specialties, and in which military units and large units to train reserve officers.

These proposals, in our opinion, also deserve serious study, since their implementation would allow in the course of two to three years in the majority of the districts to successfully train the necessary cadres for manning the troops for wartime by drawing on local resources.

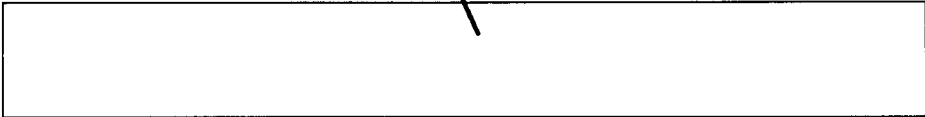
Let us hope that after thorough study these proposals will receive support.

It is necessary for staffs and personnel organs of military districts to develop proposals more carefully in the training of cadres at training assemblies with military units and at military educational institutions. Practice shows that some staffs and personnel organs of districts quite often submit proposals which are insufficiently well-grounded, which are drawn up without consideration for the actual capabilities of organization and implementation of this training.

Besides this, they must give consideration to the training of cadres by military departments of civilian educational institutions as well, which has a significant role within the system of reserve officer buildup. Technical and medical reserve officer personnel and, to a certain extent, those in the command field, especially for units which are equipped with complex military equipment, are trained primarily from among students at the present time.

Experience shows that along with the positive aspects in the organization and implementation of this training there are shortcomings. In a number of institutes, military education in many occupational





specialties has been established with a small number of students who are being trained in each specialty. As a result, military training of students becomes complex and expensive for the state since each occupational specialty must be provided with appropriate training materiel resources and have special instructors.

In some institutions of higher education, especially in those where reserve technical officers are training, military departments do not have the military equipment authorized by the TO&E or provided for by the equipment table, which has an unfavorable effect on the quality of training of students. There are cases when military departments are unable to accept equipment because of a lack of appropriate storage space. In some institutions of higher education, military departments are not even allotted the necessary money for the acquisition of training aids.

Ill-considered and rather frequent changes in the occupational specialties of this training have an unfavorable effect on the quality of military training of students in some institutions of higher education. Occupational specialties are sometimes instituted without thorough evaluation of them by the staffs of the branch arms, by personnel organs, and by military departments. It cannot be considered correct when military training in institutions of higher education is conducted in technical occupational specialties which do not coincide with the civilian specialization of the students.

In a number of civilian educational institutions, as inspections have shown, military instruction of students is on a low level. The main reason for this is the fact that some military departments are manned with poorly trained officers who do not have the experience of teaching.

There is still little attention paid to military training of students of civilian educational institutions on the part of staffs and personnel organs of the branch arms and military districts. Monitoring of its organization and implementation is poorly carried out, the necessary assistance is not rendered to institutions of higher education and military departments in setting up and improving the training materiel resources and in manning military departments with experienced officers. It is necessary to eliminate all of these shortcomings.





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In connection with outfitting the army and navy with new types of weapons and military equipment, the requirement has arisen for retraining reserve officers and switching them to new specialties. This is especially so as regards reserve officers of the ground and antiaircraft artillery, tank, engineer, and chemical troops, communications troops and others.

For familiarization with new equipment, a specified number of reserve officers are called up yearly to the troops and to military educational institutions for training and practical assemblies.

Training and practical assemblies within the troops and military educational institutions are the most effective form of retraining of reserve officer cadres. Studies at these assemblies are, as a rule, conducted by trained regular officers of military units and educational institutions. The main attention in the training of reserve officers is given to theoretical knowledge and practical skills in organizing and conducting modern battle under conditions when missile/nuclear weapons are employed and to the skilful utilization of new combat equipment.

The vast majority of reserve officers who are sent to training assemblies meet established requirements as regards their skill and moral qualities. The bulk of the officers are conscientious toward their studies, study the course material with interest, and are favorably certified at the end of the assemblies.

But in the organization and implementation of training assemblies there are vital shortcomings as well. In some military districts, instances occur of sending reserve officers to assemblies who do not meet requirements. Individual military commissariats do not treat this problem sufficiently seriously and, not having evaluated the cadres, often send the sick, people with low skill, and people who are unstable in a moral sense. For these reasons, many officers are washed out of assemblies yearly. In 1962, most of the officers who were thus detached had been sent to assemblies by military commissariats of the Moscow, Kiev, Turkestan, and several other military districts. Sometimes reserve officers are sent to assemblies without consideration for the level of their military and special training and work experience in the corresponding officer positions while on active duty. Frequently, reserve officers go through assemblies at a position lower than they had in the regular army which provokes reproaches and complaints on their part; and the opposite occurs, that is,



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reserve officers who have not served in the army, who do not have the necessary practice and experience of command of a platoon are often sent by military commissariats to assemblies for training as commanders of companies and batteries. None of this can be considered correct.

Sending to assemblies those obligated for military service who do not meet established requirements causes material damage and undermines the success of the work in building up and training reserve officers. A most decisive struggle must be waged against this shortcoming in the work of the military commissariats.

Guilty of this are both the personnel organs of the military districts and the oblast military commissariats which do not render assistance to rayon military commissariats in screening reserve officer cadres and they monitor this work insufficiently.

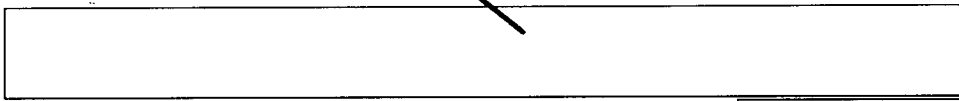
One of the serious shortcomings in the overall system of military training of reserve officers is the fact that many of the officers are not called upon for training and practical assemblies in the troops because of their employment in the national economy.

This has an especially negative effect on the military training of reserve officers who have received training in military departments of civilian institutions of higher education and who have not served in the army. Many reserve officers, by virtue of the restrictions which have been placed on them, are not called upon for assemblies whereas they stand, primarily, in need of acquiring practical skills in commanding subunits or in executing other positions of responsibility in the army. The problem of the presently existing restrictions on the call-up of reserve officers from the national economy to assemblies in the troops requires further study toward the maximum reduction of these restrictions without hurting the interests of the national economy in the process.

For the improvement of the military knowledge of reserve officers and the development in them of experience in command of subunits such a possibility as assigning them to the troops for on-the-job training in vacant positions of platoon commanders, company commanders, and their equivalents should be utilized. In the military units of many of the military districts there is some shortage of regular officers especially at the junior-officer level and, as a rule, noncommissioned officers replace them in vacant positions for a long time. It is feasible for part of these positions to be utilized for on-the-job training of reserve officers. Staffs of districts and personnel organs should study this problem.

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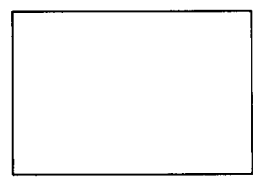


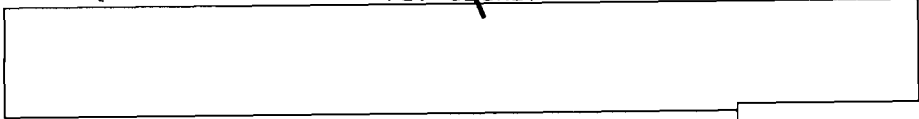
It is advisable to send in the first place, platoon commanders of rifle, artillery, tank, chemical and engineer units, and communications troops for on-the-job training, primarily those who received military training in civilian institutions of higher education but who have not served in the army and also specialists in new combat equipment. This will significantly raise their level of military training both by the specialty and by the position to which they are assigned and the commanders of the military units will be able to better evaluate the attached reserve officers in practical work.

One of the important problems is the need to consider training of reserve officers for the position of company, battery, battalion, and artillery battalion commander and their equivalents. These cadres will be required for the replacement of combat losses and the manning of newly activated units in the course of a war.

If until now primarily young officers who had served in the army and who had practical experience in commanding subunits have been trained for these positions, then at the present time the number of young reserve officers who have been released at the proper time from the armed forces and from whose ranks it would be possible to train company and battalion commanders is becoming smaller and smaller. This is especially so as regards tank troops and also communications troops and engineer and chemical troops. With the armed forces reduction, few officers have been discharged from these troops and the corresponding contingents for the training of company and battalion commanders in the reserve are insufficient.

It is advisable for personnel organs, jointly with the appropriate staffs of the branch arms, to study this problem and to find ways of solving it and also to examine the possibility of training company and battery commanders from reserve officers who have been trained directly in the troops from the ranks of noncommissioned officers and petty officers who have higher and secondary education, who have completed active military service, and who have acquired the practice of commanding subunits. The manning of these positions should be accomplished first of all with those reserve officers who have gone through practical assemblies as officers.





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The questions which have been examined in this article do not settle all of the problems of the training and buildup of reserve officer cadres. In the training of reserve officers of each branch and branch arm, there are many specific features which call forth the necessity of further investigation of the most effective forms and methods of their training.

All staffs of the branches of the armed forces, branch arms, military districts, fleets, personnel organs, and military commissariats must constantly study these questions.

It is necessary to persistently continue the work in the buildup and training of a reserve of officer cadres for wartime, systematically carry out their retraining, teach them modern means of combat, improve their military and technical knowledge, improve the quality of training assemblies within the troops and improve pre-conscript training, and raise the quality of training of reserve officers from among students of civilian educational institutions.

The fulfilment of these requirements is the basis of all work in the establishment of a combat-effective reserve of reserve officer cadres.

